

The Role of Moderators in Linking Job Crafting to Organizational Citizenship Behaviour: A Study on the Indian Hospitality Sector

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Abstract

The purpose of this article is to test the conceptual model that addresses the association between job crafting (JC) and organizational citizenship behaviour (OCB) and also highlights how mindfulness and trust influence the JC and OCB relationship of front-line employees in hospitality sector. The data for the present study was collected from 246 front-line employees of Delhi-NCR regions of northern India. In order to avoid common method variance effect, the data was collected in two phases, namely T1 and T2. Techniques such as exploratory factor analysis (EFA), discriminant validity and confirmatory factor analysis were used to test the hypothesized model. The results show that JC strengthens OCB and also found that trust and mindfulness act as moderators for JC and OCB relationship. JC will help employees to manage their resources efficiently and this process of seeking resources and challenges at work is likely to increase OCB. Mindfulness promotes concentration and interest on work which in turn helps employees to explore new and creative ways to improve their work and makes it more meaningful which in turn improves the organization. The authors could not locate any study on JC in the Indian hospitality industry. In hotel industry, satisfaction and engagement of hotel workers is essential for superior customer service. Therefore, the outcomes of this research work could be helpful to the hotel managers in finding the alternative ways to motivate and engage employees in order to generate OCB. As the sample consisted of only 246 respondents belonging to the North Indian region, therefore, the outcomes of the study cannot be generalized. In future research, retesting of the new model can be done on a larger sample and different cultural contexts. Extended work of the current research work is likely to highlight the possible implications of JC in facilitating positive organizational outcomes and increased prosocial behaviour.

Key Words

Job Crafting, Organizational Citizenship Behaviour, Mindfulness, Trust, Front-line Employees

Introduction

There have been profound changes in the tourism sector due to globalization and incredible competition. As per the economists, by 2028, the travel and tourism sectors' contribution to India's GDP is expected to increase to ₹32.05 trillion from ₹15.24 trillion. Total employment in the sector is expected to rise to 52.3 million jobs by 2028. Managers and researchers have accepted the pivotal role that front-line hotel employees play in building the

organizational effectiveness (Hartline & Ferrell, 1996; Karatepe, Babakus, & Yavas, 2012). In the hospitality industry, the job nature of a front-line employee is defined by boundary-spanning jobs, prolonged working hours, excessive workloads, high work demand and role stress (Karatepe et al., 2012; Shusha, 2014). These disadvantages have posed some serious challenges to the managers, which include high employee turnover, reduced morale, increased stress and increased training cost (Blomme,

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Tromp, & Van Rheede, 2008). This has led to the increased focus of managers on job design in order to improve employees' work conditions. Conventionally, job design adopted a top-down approach in which the managers design each employees' roles and jobs within the organizations (Chen, Yen, & Tsai, 2014; Tims & Bakker, 2010). However, because of resource constraints not every employee is able to receive desired attention and supervision from the manager. Therefore, organizations these days have adopted a new bottom-up approach to job design wherein employees take charge of job design and play spirited and active role in designing the same (Chen et al., 2014). This new and innovative approach of employee-oriented job design is defined as job crafting (JC; Wrzesniewski & Dutton, 2001). As defined by Wrzesniewski and Dutton (2001), JC is 'the physical and cognitive changes individuals make in the task or relational boundaries of their work' (p. 179). Organizational citizenship behaviour (OCB) is a behaviour that goes beyond the normal boundaries of the defined roles, which is not critical to the job but encourages greater organizational functioning and efficiency. JC may be considered as a significant of OCB. The central characteristic of JC is that it is related to proactive work behaviours. Proactive behaviour involves taking charge of an activity, acting in advance of a future situation, rather than reacting, and initiating change. This proactive and self-initiating perspective to work makes employees go beyond the formal call of a job and engage in OCB. Mindfulness is considered as another important predictor of OCB. Mindfulness is a state of non-judgemental, present moment awareness, that is, a state of being aware and attentive of what is happening in the present moment, internally as well as externally (Brown & Ryan, 2003; Glomb, Duffy, Bono, & Yang, 2011). Researchers and managers have acknowledged the significance of JC as it helps managers to ascertain which behaviours will lead to positive organizational outcomes.

Our study attempts to understand the association between JC and OCB as well as in investigating the role of mindfulness and trust as a moderator on the JC and OCB relationship. We expect JC, an important motivational factor providing meaning to the individual's work to be associated with mindfulness and trust, which will in turn affect workers' OCB.

Significance of the Study

The study contributes to the existing literature in following ways: First, an extensive literature review revealed that there is paucity of work on the implications of JC on the OCB in the Indian context. Current knowledge about the relation between JC and OCB is ambiguous. It explores the relationship between these two variables with respect to the Indian context. Second, research studying the moderating effect of

mindfulness and trust on the relationship between JC and OCB are scant. Therefore, the article examines the association between mindfulness, trust and OCB, and also highlights how mindfulness and trust influence the JC and OCB relationship.

Finally, the authors could not locate any study on JC in the Indian hospitality industry where satisfaction and engagement of hotel workers is essential for superior customer service. Therefore, the outcomes of this research work could be helpful to the hotel managers in finding the alternative ways to motivate and engage employees in order to generate OCB.

Theoretical Model and Hypotheses Development

Job Crafting

JC as a construct was introduced by Wrzesniewski and Dutton in 2001. JC can be defined as shaping the physical, relational and cognitive boundaries of the job. Altering cognitive boundaries refers to alter the perception regarding the work, whereas altering task boundaries means to redesign the shape or amount of work or activities one participates in performing the job, and shaping relational boundaries means to have discretion to form as well as alter the communication and relationships with co-workers at work. In JC, individuals identify and form different jobs for themselves within the boundaries of the described jobs (Wrzesniewski & Dutton, 2001). JC is gaining more importance as the individuals feel a strong requirement to exercise some control over their jobs so as to create a positive self-image at workplace (Braverman, 1974). Even in the jobs offering low autonomy, employees can shape various aspects of jobs to gain control over certain aspects of the job and create new fields for mastery. JC can be considered as an alternative to job redesign wherein first hiring is done and then employees initiate to customize their jobs in a way that best suits their competencies and choices (Berg, Wrzesniewski, & Dutton, 2010; Tims & Bakker, 2010). Employees not only make changes in their job design during socialization process (Schein, 1971) but also change different aspects of their work environment on a regular basis. Through the proactive role employees play in crafting their jobs, they increase the chances of survival in the increasingly competitive workplaces (Staw & Boettger, 1990). The active behaviours of individuals in customizing their jobs are rooted in the role theory, which says that individuals approve their roles in unusual ways and therefore perform somewhat different set of tasks even if they have same jobs (Biddle, 1979). These task, cognitive, and relational changes are not the ones that are negotiated with the supervisor or manager. These changes not always have long-term focus. Through JC, employees can alter the way one sees their job, how work is gestated and carried out,

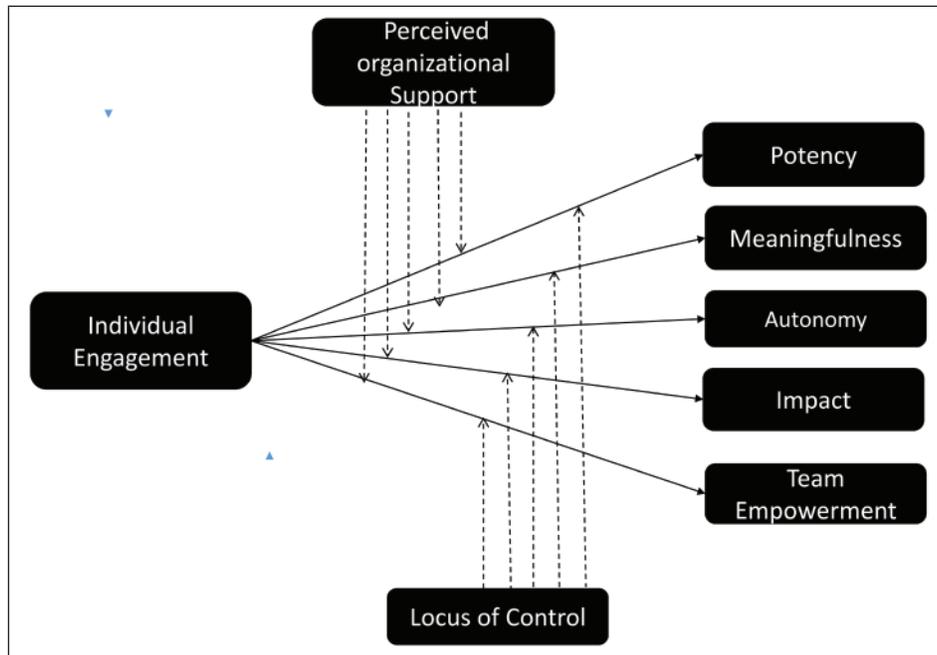


Figure 1. Research Model

Source: Authors' survey.

exercising discretion over with whom and how much they interact at workplace (Figure 1).

JD-R Model

The concept of JC can be best understood through the JD-R (job demands-resources) model. JD-R model (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) is an investigative model that divides all job characteristics into job demands and job resources. For the present research work, we have framed JC in terms of JD-R model. Employees may attempt to revise their job demands and increase job resources in order to bring them into line with their own capabilities. LePine, Podsakoff, and LePine further divide job demands into hindrance and challenging job demands. Employees will attempt to escalate stimulating demands and reduce hindering demands in order to cope up with the challenges at work and to increase their well-being. Also, employees may look for mobilizing job resources so that they can deal with high job demands successfully.

Organizational Citizenship Behaviour

OCB can be described as discretionary behaviour which includes overriding what is required by job description (Organ, 1997). According to Organ (1988), OCB consists of five major factors, which include: (a) conscientiousness—refers to voluntarily doing things beyond the job description and compliance with the organizational rules; (b) altruism—an initiative to support other organizational fellows in doing their task and solving their work-related

problems; (c) sportsmanship—means not complaining and having tolerance for minor issues and positive attitude towards the work as well as organization; (d) civic virtue—means employees remain proactive and attentive in the organization's political life; it combines community engagement with moral excellence; and (e) courtesy—means to curb problems surfacing from work relationships and treating others with respect. OCB can further be divided into two categories—OCB organization, which includes conscientiousness, civic virtue and sportsmanship, and OCB individual, which includes courtesy and altruism (Williams, 1988). OCB has many positive organizational outcomes. In their research work, Podsakoff, Ahearne, and Mackenzie (1997) found that sportsmanship and facilitating behaviour leads to increased organizational performance. Moorman, Blakely, and Niehoff (1998) found evidence in the United States large military hospital that perceived organizational support stimulates employees to engage more in OCB. Empirical evidence supports that the employees who perceive their organizations and supervisors to be supportive are likely to engage more in OCB (Chiang & Hsieh, 2012). Ma, Qu, Wilson, and Eastman in their research work measured OCB with respect to the employees in hospital-ity sector. They divided OCB into three categories—OCB individual, OCB organizational and OCB customer and services. OCB can be defined in multiple ways. OCB includes taking initiative for work activities, being punctual, helping co-workers, altruistic behaviour, participation in problem solving, going above and beyond the job description and sportsmanship (Graham, 1991; Organ, 1988).

Job Crafting and Organizational Citizenship Behaviour

Crafting of jobs helps in enriching employee-job relationship which in turn leads to increased employee satisfaction and affirmative organizational consequences such as work engagement, workplace commitment and increased OCB. JC includes employees changing certain aspects of the way they do work, how they see their work and the way they interact with others at work. OCB incorporates certain behaviours that go beyond the call of duty and are beneficial for the organizations but are not normally rewarded. Many researchers in the past have investigated the relation between JC and OCB dimensions (Chen et al., 2014). Vogel, Rodell, and Lynch (2016) in their research work found that employees' self-ratings for JC have a substantial and positive association with supervisor-ratings of OCB among medical staff. Also, JC empowers employees and permit them to amend task and relational restrictions of their job, and thus helps in engaging them more at work which in turn results in higher level of OCB across dimensions (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Choi, 2013; Tim et al., 2012). One-on-one interactions of front-line employees with customers are high in hospitality sector and therefore JC may impact their work engagement to a greater extent. Discretion of how to get things done may influence the prosocial behaviour among employees. Therefore, we propose following hypothesis:

H₁: There is a positive association between JC and all the dimensions (altruism, compliance, courtesy, sportsmanship and civic virtue) of OCB.

Mindfulness

There is an increasing interest among organizations and researchers in the concept of mindfulness due to the crucial role it plays in employees' well-being. Mindfulness is a state of attentiveness and is described as 'a receptive attention to and awareness of present events and experience' (Brown, Ryan, & Creswell, 2007, p. 212). Most of the past researchers have studied mindfulness as a trait. Mindfulness is considered as a personal resource and describes awareness and attention (Brown et al., 2007). JC gives meaning and identity to a job (Wrzesniewski & Dutton, 2001). Considering mindfulness as a personal resource, the connection between JC and mindfulness can be explored through JD-R model (Bakker & Demerouti, 2007). In the framework of organizational setting, the functioning of personal resources is quite similar to that of job resources. Individual/personal resources can provide both intrinsic as well as extrinsic motivation to the employees. Mindfulness of employees can stimulate the employees' JC behaviour by helping them identify job resources on time and utilizing them to the best in order to shape their job at work resulting

in their personal growth and development. Therefore, we propose following hypothesis:

H₂: There is a positive association between JC and mindfulness.

Trust

Trust is an integral component of employees' experience of a job and has been an important foci of management research (Wong, Ngo, & Wong, 2006). Trust increases commitment, reduces conflicts and enhances cooperative behaviour at workplace (Rousseau, Sitkin, Burt, & Camerer, 1998). Trust in an organization arises by the employees' confidence that the organization will focus on their well-being and not engage in the activities detrimental to them. Organizations with higher level of trust are expected to be more flexible, innovative and successful as compared to those with lower level of trust. Trust is considered to be a significant antecedent of work engagement, organizational commitment and OCB (Shockley-Zalabak, Ellis, & Wirogard, 2000). Mishra (1996) in his research work found that trust inspires employees towards the achievement of organizational goals rather than the individual goals. Trust of employees' on the supervisor and vice versa would allow them the freedom to make decisions regarding the way work should be done (Hackman & Oldham, 1976). Also, this will help them in acquiring the desired skills and confronting work-related problems with more responsibility. Trust on the supervisor and the organization would motivate employees to bring meaningful changes to their job in order to enhance self-identity and make their work worthwhile. Therefore, we propose following hypothesis:

H₃: There is a positive association between JC and trust.

The Moderating Roles of Mindfulness and Trust

Many researchers in past have examined the relationship between OCB and trust (Podsakoff, MacKenzie, Moorman, & Fetter, 1990; Rousseau & Parks, 1993). The link between OCB and trust is rooted in social exchange theory. Social exchange theory refers to the relationships that demands some unstated future commitments and anticipation of some future return for the contributions. Social exchange theory accounts for OCB by motivating employees to go beyond their duties and by encouraging them to engage in the behaviours not mandated by the organizations. Therefore, social exchange ensures the obligation by developing mutual trust and that employee would reciprocate OCB in the long run. Wong et al. (2006) found that employees' trust on their supervisors as well as their organizations influences their OCB. It was also found that employees' trust on their organization has a positive

association with different dimensions of OCB as defined by Organ, that is, sportsmanship, altruism, civic virtue, courtesy and conscientiousness (Dirks & Ferrin, 2002). OCB is also defined as a voluntary prosocial behaviour, which includes unarrogant and humble behaviour directed to benefit others (Fehr & Gächter, 2000; Organ, 1988). Mindfulness, on the other hand, has been defined as present moment awareness that leads to self-regulated awareness (Kabat-Zinn, 1994). Researchers have found mindfulness to be related with higher levels of empathy and altruistic motivations (Batson et al., 1991). Leroy, Anseel, Dimitrova, and Sels (2013) found that mindfulness was positively correlated with positive organizational outcomes. Mindfulness predicts helping behaviour by increasing positive emotions and work engagement which as a result influences OCB (Babcock-Roberson & Strickland, 2010; Cameron & Fredrickson, 2015). In previous studies, it was found that job demands and job resources significantly affect work engagement which in turn influences OCB (Bakker et al., 2007; Choi, 2013). Therefore, the presence or absence of mindfulness could influence the association between JC and OCB.

Therefore, we propose following hypotheses:

- H_{4a} : Mindfulness will moderate the association between JC and all the dimensions (altruism, compliance, courtesy, sportsmanship and civic virtue) of OCB.
- H_{4b} : Trust will moderate the association between JC and all the dimensions (altruism, compliance, courtesy, sportsmanship and civic virtue) of OCB.

Method

The sample was collected from front-line employees belonging to hospitality sector of Delhi-NCR regions of northern India. Prior appointment from the head was taken who were briefed about the purpose of the study. They were assured of the confidentiality of the responses. With mutual consensus, the day and time for collecting data was frozen. The data was collected in two phases, namely T1 and T2, in order to overcome common method bias error. The time gap between two phases was four weeks. In order to link the responses for both the stages, each questionnaire was given an identification code. In T1 stage, the data about demographic variables and predictor variable (JC) was collected. The total number of respondents was 284 in T1 stage. In the second phase, T2, the data was collected on the moderating variables (mindfulness and trust) and criterion variable (OCB). However, the number of respondents declined from 284 to 262 in this phase. A total of 16 questionnaires were discarded due to incomplete responses to some items, thus, bringing the final respondents to 246.

Of the total respondents, 128 were males and 118 were females; 51 were graduates, 137 were post-graduates and

remaining 58 had 'other' qualification. A total of 157 were married and 89 were unmarried. The respondent's age ranged from 22 to 45 years and they were with the organization in the bracket of 3 years to 15 years.

Measurements

The responses of all the constructs used in the present study were assessed on a five-point Likert scale (Podsakoff et al., 1990). A total of 24 items with five OCB dimensions were used to assess OCB, of which 6 items were dropped during factor analysis as the loadings were less than 0.70. Hence, total items for OCB were 18.

JC was assessed using the JC scale developed by Tims, Bakker, and Derks (2012). This questionnaire was consisted of 21 items but only 17 were found to be fit for the present study after EFA result. Mindfulness was measured through the mindfulness attention and awareness scale (MAAS; Brown & Ryan, 2003) consisting of 15 items. For trust, 7-item scale was used for the present study in which all the items were found fit for further analysis.

Results

Measurement Model Results

Table 1 of the study explains the fit indices results. In order to test the model fitness of the structural model, the researchers administered the confirmatory factor analysis (CFA), wherein, the results reflected an acceptable overall model fit of the data. The indices were found to lie under the recommended values.

Reliability and Validity Analysis

The present study assessed reliability through measuring Cronbach alpha and construct validity through convergent validity and discriminant validity. All the items were found to have a reliability above 0.70 (Table 2), thereby fitting the eligibility criteria as suggested by Fornell and Larcker. All the item loading of varied factors were above 0.7 which indicated the statistical significance between the items and the constructs. Fornell and Larcker's suggestion of discriminant validity was proved adequate when AVE of each construct was found to be greater than the correlation value (Table 2).

Table 1. Fit Indices of the Measurement and Structured Model

Fit Indices	Measurement Model	Structural Model
χ^2/df	4.416	4.561
GFI	0.973	0.989
AGFI	0.912	0.944
NFI	0.954	0.972
CFI	0.913	0.913
RMSEA	0.073	0.078

Source: Author's survey.

Table 2. Inter-item Consistency

SI No.	Variables	AVE	CR	Cronbach Alpha
1	Job crafting (JC)	0.77	0.95	0.92
2	Organizational citizenship behaviour (OCB)	0.78	0.92	0.91
3	Altruism	0.64	0.78	0.77
4	Compliance	0.63	0.77	0.74
5	Courtesy	0.74	0.84	0.89
6	Sportsmanship	0.63	0.85	0.84
7	Civic Virtue	0.84	0.91	0.94
8	Mindfulness	0.85	0.95	0.94
9	Trust	0.79	0.84	0.85

Source: Authors' survey.

Table 3 depicts the descriptive statistics, correlation and discriminant validity among the study variables. The results provide initial support for H_1 – H_3 where significant and positive correlations were found between the variables.

Tests of Normality and Multi-Collinearity

Normality was assessed by checking the kurtosis and skewness values. It was seen that the kurtosis and skewness values of all the four variables, such as JC, OCB, mindfulness and trust, were between -1 and $+1$. This indicated that the variables did not deviate from the normality assumption.

Multi-collinearity was checked by examining the variance inflation factors (VIF) and all the values of VIF were less than 10 which signals the absence of multi-collinearity.

Results of moderated regression analysis are shown in Table 4. The results depict that there is a positive association between JC and OCB and dimensions of OCB proving H_1 . Similarly, the impact of mindfulness on OCB dimensions is significant and positive proving H_2 . The interaction impact between mindfulness on OCB dimensions is significant, thereby, proving the H_{4a} that mindfulness will moderate the association between JC and OCB dimensions. The results of a simple slope analysis (Figure 2) revealed that mindfulness moderated the relationship between JC and OCB dimensions.

The result of trust as a moderator is shown in Table 5. The results depict that JC is positively associated with OCB dimensions. Similarly, the impact of trust on OCB dimensions is significant and positive proving H_3 . The interaction impact between JC and trust is significant for OCB dimensions. Thus, proving H_{4b} that trust will moderate the association between job crafting and OCB dimensions. The results of a simple slope analysis (Figure 3) revealed that trust moderated the relationship between JC and OCB dimensions.

Hypotheses Testing Results

Structural Model

After conducting the model fit, structural model was designed and tested. The hypothesis testing results and their estimated path coefficients are presented in Table 6. The findings show that job crafting is significant and positively related to trust, mindfulness and OCB. We also used trust and mindfulness as a moderating variable to influence the relationship between JC and OCB. Results found a significant contribution of moderating variables. Of all the four paths, they were found to be statistically significant and are depicted in Figure 4.

Discussion

The present study is a contribution towards the growing body of literature seeking to link JC to OCB, as well as in exploring the association of mindfulness and trust in JC–OCB dimensions relationship. The results show that JC strengthens OCB. This empirical finding supports the proposition by Chen et al. (2014), who also established a straight association between JC and OCB dimensions. The results also found mindfulness as a moderator for JC and OCB dimensions relationship. Finally, the trust acted as a moderator for the relationship between JC and OCB dimensions. Although, the contribution of mindfulness and trust as a moderators were significant for all the dimensions, sportsmanship and courtesy witnessed a strong moderating impact of both mindfulness and trust. Our findings complement the prior research work on JC in various ways. Few studies have investigated the relationship between JC and various dimensions of OCB Shusha, (2014). In one of the research works, JC for increasing social and structural resources was found to be positively correlated to certain dimensions of OCB like altruism. However, other dimensions of OCB remain unaffected from JC. JC has also found to have positive impact on altruism (Shusha, 2014), thus supporting our results. JC will help employees to manage their resources efficiently and this process of seeking resources and challenges at work is likely to influence their prosocial behaviour resulting in increased OCB (Demrouti, Bakker, & Gevers, 2015). Second, a significant finding which has not been studied by the researchers in past is the influence that mindfulness exerts on JC and OCB dimensions relationship. Mindfulness as hypothesized found to moderate the JC and OCB dimensions relationship. The finding supports the proposition of De Boer, Van Hooft, and Bakker (2015) that OCB is mainly regulated by an individual's discretion and therefore it will rely heavily on self-control which is a subset of mindfulness. Mindfulness promotes concentration and interest on work which in turn helps employees to explore new and creative ways to improve their work and makes it more meaningful which in turn improves the

Table 3. Descriptive Statistics, Correlations and Discriminant Validity (N = 246)

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1.48	0.50	1												
2. Marital status	1.37	0.50	0.03	1											
3. Age	2.45	1.48	-0.02	-0.25**	1										
4. Experience	13.63	9.55	-0.04	0.45**	-0.27**	1									
5. JC	70.23	14.16	-0.06	-0.06	0.15**	0.11	1								
6. Altruism	4.76	0.74	0.12*	-0.03	0.01	0.21**	0.87	1							
7. Compliance	4.49	0.63	0.04	-0.05	-0.09	0.14*	0.19**	0.80	1						
8. Courtesy	3.88	0.55	-0.10	0.01*	0.06	0.16**	0.32**	0.34**	0.79	1					
9. Sportsmanship	3.76	0.71	-0.14*	-0.13*	-0.04	0.08	0.29**	0.24**	0.37**	0.34**	1				
10. Civic virtue	3.83	0.57	-0.11*	0.07	0.10	0.09	0.30**	0.31**	0.46**	0.39**	0.79	1			
11. OCB	83.67	8.44	-0.20**	-0.10	0.05	0.15**	0.66**	0.58**	0.66**	0.64**	0.63**	0.91	1		
12. Mindfulness	51.16	6.00	-0.13*	0.01	-0.04	-0.11	0.24**	0.38**	0.55**	0.37**	0.66**	0.45**	0.67**	1	
13. Trust	19.72	3.82	-0.07	0.05	0.04	0.06	0.53**	0.21**	0.34**	0.51**	0.42**	0.43**	0.45**	0.24**	1

Source: Authors' survey.

Notes: AVE = average variance extracted; CR = composite reliability.

**Significant at 0.01 level. Discriminant validity is shown diagonally.

*Significant at 0.05 level. Discriminant Validity is shown diagonally.

Table 4. Results of Moderated Regression Analysis: Independent Variable—JC; Moderator Variable—Mindfulness (M); Dependent Variable—OCB with 5 dimensions

Dependent Variables	Independent Variable		Moderator Variable		Interaction	
	JC		Mindfulness		JC x M	
	B	Adj. R ²	B	Adj. R ²	B	Adj. R ²
Altruism	0.24**	0.08	0.28**	0.10	0.31**	0.12
Compliance	0.19**	0.04	0.21**	0.05	0.28**	0.10
Courtesy	0.32**	0.14	0.37**	0.16	0.40**	0.18
Sportsmanship	0.29**	0.25	0.36**	0.18	0.42**	0.24
Civic virtue	0.30**	0.17	0.35**	0.20	0.39**	0.21
OCB	0.43**	0.24	0.47**	0.26	0.50**	0.31

Source: Authors' survey.

Note: **p < 0.01.

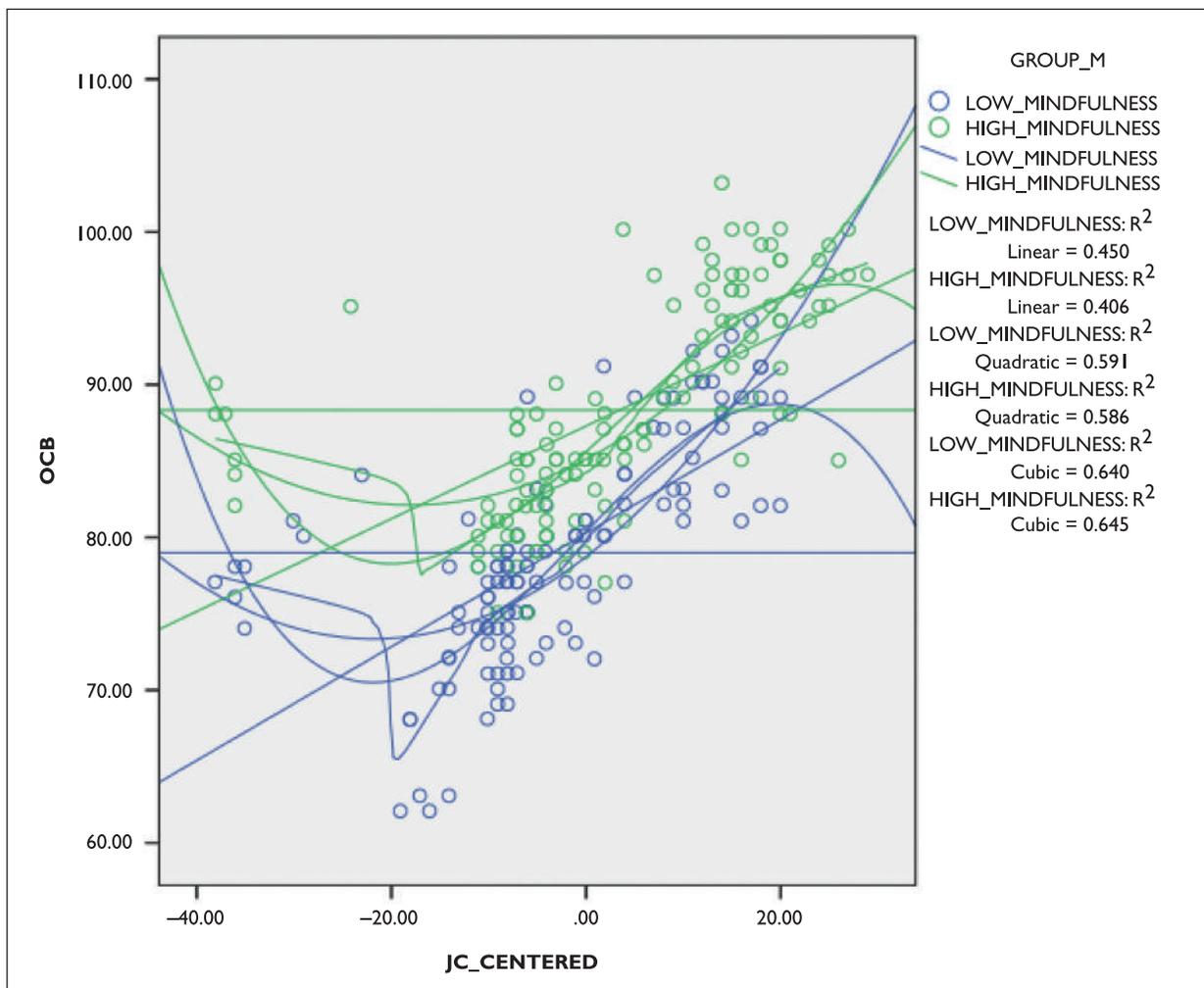


Figure 2. Moderating Effect of Mindfulness on JC—OCB Relationship

Source: Authors' survey.

Table 5. Results of Moderated Regression Analysis: Independent Variable—JC; Moderator Variable—Trust (T); Dependent Variable—OCB

Dependent Variable	Independent Variable		Moderator Variable		Interaction	
	JC		Trust		JC × T	
	B	Adj. R ²	B	Adj. R ²	B	Adj. R ²
Altruism	0.24**	0.08	0.27**	0.10	0.31**	0.14
Compliance	0.19**	0.04	0.34**	0.12	0.40**	0.16
Courtesy	0.32**	0.14	0.41**	0.16	0.45**	0.18
Sportsmanship	0.29**	0.25	0.42**	0.17	0.48**	0.20
Civic virtue	0.30**	0.17	0.43**	0.18	0.45**	0.19
OCB	0.43**	0.24	0.49**	0.28	0.53**	0.33

Note: **p < 0.01; *p < 0.05.

Source: Authors' survey.

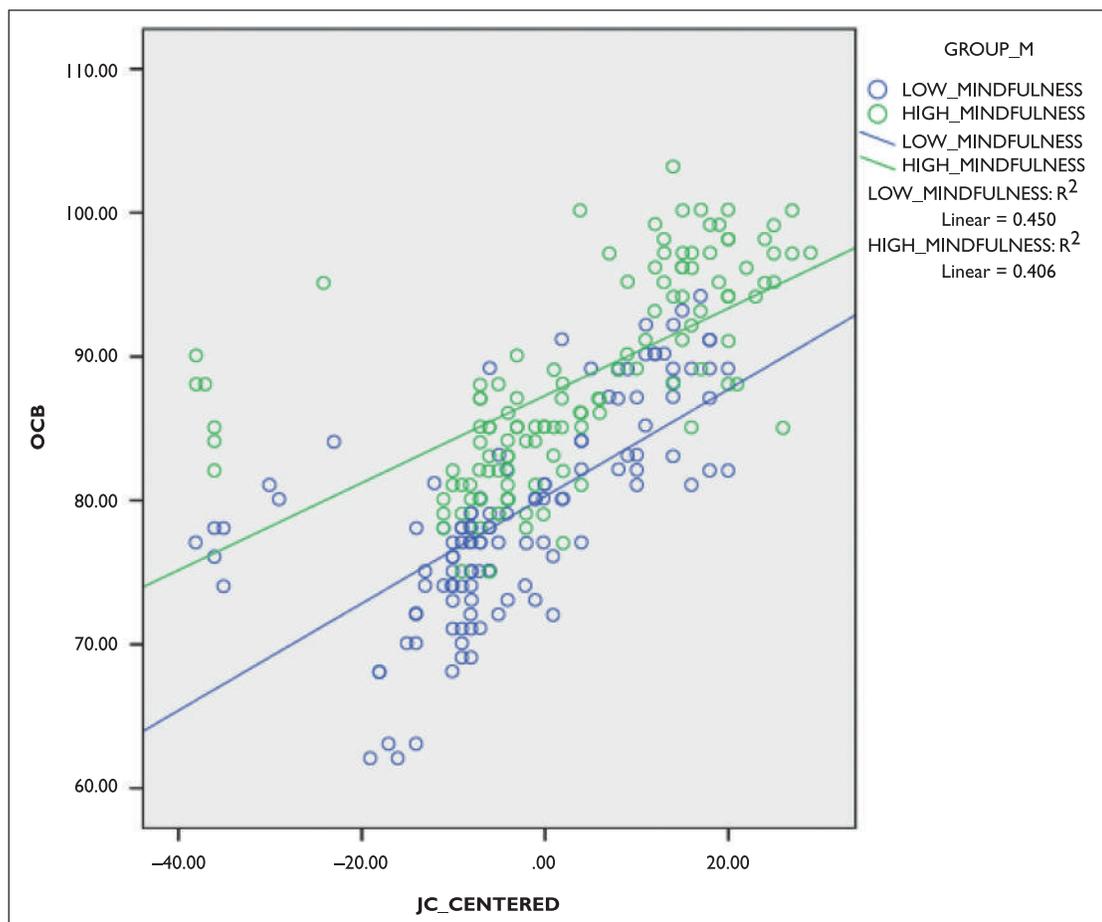


Figure 3. Moderating Effect of Trust on JC—OCB Relationship

Source: Authors' survey.

Table 6. Hypothesis Testing Results for the Structural Model

Hypothesis	Path	Path Coefficients	Interpretation
H ₁	Job crafting → OCB	0.534***	Supported
H ₂	Job crafting → Mindfulness	0.247***	Supported
H ₃	Job crafting → Trust	0.537***	Supported
H _{4a} (moderating)	Job crafting × Trust → OCB	0.535**	Supported
H _{4b} (moderating)	Job crafting × Mindfulness → OCB	0.503**	Supported

Source: Authors' survey.

Note: *** and ** significance at p < 0.001 and p < 0.01, respectively.

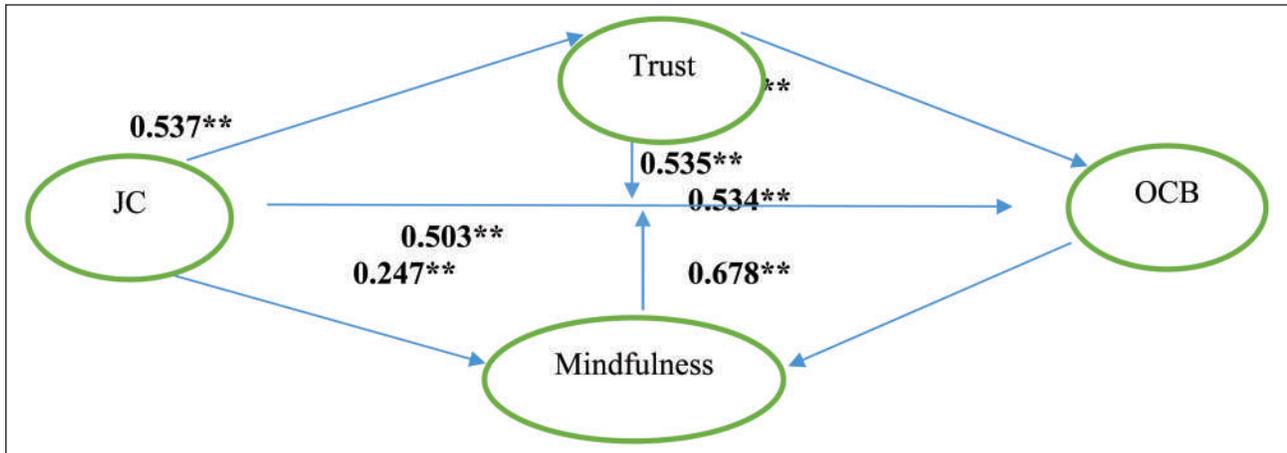


Figure 4. Empirically Validated Model

Source: Authors' survey.

organization they work for. Therefore, mindfulness will always strengthen the association between JC and OCB. Also, the study is first of its kind to examine the moderating role of trust on JC and OCB relationship. Having trust on the organization and supervisor provides a sense of freedom to the employees and in return, they participate more in the organizational processes and behave in a more responsible way (Wong et al., 2006). Previous researchers have confirmed that the trust of employees on their managers positively influences their supervisor-directed OCB (Podsakoff et al., 1990). Trust on the supervisor will increase employees' confidence and would motivate them to contribute more in the organizational decision-making and thereby increasing their OCB.

Managerial Implications

Prior research work in the Indian context has researched more about the precursors and consequences of JC. There is a dearth of studies addressing JC in framework of hospitality industry. The study strengthens the prevailing literature showing a positive relationship between JC and OCB (Chen et al., 2014;). The present study strengthens the existing research by associating the study variables in the Indian context. JC plays a vital role in hospitality industry by empowering front-line hotel employees to meet various customer needs (Chen et al., 2014). On the basis of present study, it can be inferred that the front-line hotel employees who actively participate in JC are likely to engross more in positive organizational behaviours. The moderating role of trust on JC and OCB relationship will help managers understand the vital role that supervisors play in engaging employees at work. The hospitality sector has witnessed a paradigm shift in the scenario. The front-line employees' job has become more challenging as they need to respond to the customer's requirements

in a speedy way providing maximum satisfaction to the customers. They cannot depend heavily on the manager's support and they need to have some autonomy in deciding their job content. Therefore, as compared to the job design wherein supervisors have authority over the job content, JC seems to be a good alternative to bring innovativeness in the job of front-line hotel employees. When employees will play an active role in JC, it will provide meaning to their work, which may increase person-job fit in turn increasing positive organizational outcomes (Tims & Bakker, 2010). Organizations can stimulate JC and mindfulness among employees by providing mindfulness training to the individual offering step by step guide to be more mindful (Hölzel et al., 2011) and implementing JC intervention (Berg, Dutton, & Wrzesniewski, 2008; Van Wingerden, Bakker, & Derks, 2016) in order to promote JC behaviour.

Limitations and Suggestions for Future Research

As the sample consisted of only 246 respondents belonging to the North Indian region, therefore, the outcomes of the study cannot be generalized. As the importance of cross-validation on independent group of employees has already been explained by therefore, in future research, retesting of the new model can be done on a larger sample and different cultural contexts. Workplace deviant behaviour can also be included in the research work. Other than the employees engaged in OCB, the perception of the recipients of the OCB should also be considered (Dalal, 2005; Spector, Bauer, & Fox, 2010). In the future studies, mediation effect of mindfulness can be studied. Refined versions of the current research work are likely to highlight the possible implications of JC in facilitating positive organizational outcomes and increased prosocial behaviour.

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